

# Strategic Planning Task Force

November 1, 2004

# Why are we here?

- Overview of why a Strategic Planning is important
- Overview of Strategic Plan 2005
- Progress report for the 03-04 Annual Implementation Plan
- Begin work on updating Strategic Plan 2005

# Why have a Strategic Plan?

- It is one component of a successful ongoing planning, implementation, and evaluation process
- Reaffirm our Vision, Mission, and Values
- Establish clear expectations and goals
- Identify priorities and rational
- Serve as foundation for all other levels of planning

# What does a successful planning process provide?

- Integrates vision, mission, values and goals into all college plans
- Determines annual implementation plan objectives based upon strategic plan and emerging needs
- Sets budget priorities based on plans
- Assigns responsibility, timelines and budget to objectives

# What does a successful planning process provide?

- Provides structure for planning process while maintaining flexibility
- Provides channels for communication
- Monitors progress regularly and evaluates annually using outcomes criteria
- Recognizes staff accomplishments for achieving goals

# Who participates in the planning process?

- Governing Board
- President
- Administrators
- Faculty
- Classified Staff
- Students
- Community Leaders
- Foundation
- EVERYONE!

# Overview of Palomar's (recent) history with planning

- *Strategic Plan 2005* (3-year plan) developed in 2001
- Annual Implementation Plans created each year based upon Strategic Plan 2005
- Evaluation criteria established
- Annual Report generated for the first year
- Governance structure that supports the planning process

# Overview of where we are now

- Reaching the end of our 1<sup>st</sup> Planning Cycle using this model – Strategic Plan 2005 ends this Spring.
- Leadership transition
- Need to continue with planning process, making some adjustments where necessary
- Need to begin the process to update our Strategic Plan



# What will we do this semester?

- Review Strategic Plan 2005
  - Vision, Mission and Values
  - Planning Assumptions
  - Goals
  - Objectives
- Review progress on the Strategic Plan evaluative criteria
- Provide information to update our Internal and External Scans
- Adjust Planning Assumptions for Strategic Plan 2008, if necessary

# What will we do next semester?

- Institution-wide workshop presenting our progress and identifying objectives for the goals
- Potential follow-up survey of employees
- Produce updated Strategic Plan document

# What will be the outcomes?

- Updated Strategic Plan
- Maintenance of a Governance Structure for on-going planning and decision-making
- Continued Annual Implementation Plans
- Evaluation Criteria
- Annual Reports
- Culture of Planning, Assessment, and Action

# Summary

- Institutionalization – Planning is part of our culture
- Implementation – Planning must be continuous
- Evaluation – Checking regularly to see if it is working
- Celebration – Bringing to closure annually



# Overview of Strategic Plan 2005



# Strategic Plan 2005

## Vision

Learning for Success

## Mission

Palomar College is an educational leader committed to quality learning. We provide our community the knowledge, information, skills, and aesthetic appreciation necessary to live responsibly, effectively, and creatively in an interdependent and changing world.

# Strategic Plan 2005

## Values

Palomar College is a learning community dedicated to achieving student success and cultivating a love of learning. We strive to improve performance and outcomes based on evidence. To provide the highest quality learning and cultural experiences, we are guided by our core values of:

# Strategic Plan 2005

## Values (cont)

- ◆ Achieving **excellence** in teaching, learning, and service;
- ◆ Fostering **integrity** as the foundation for all we do;
- ◆ Providing **access** to our programs and services;
- ◆ Ensuring **equity** and fair treatment in all policies, processes, and procedures;



# Strategic Plan 2005

## Values (cont)

- ◆ Celebrating **diversity** in people, philosophies, cultures, beliefs, programs, and learning environments;
- ◆ Supporting **inclusiveness** of individual and community viewpoints in collaborative decision-making processes;

# Strategic Plan 2005

## Values (cont)

- ◆ Promoting **mutual respect** and trust through open communication and actions; and
- ◆ Supporting **innovation** to enhance and enrich learning environments and services.

# Strategic Plan 2005

## Five Strategic Goals

- ◆ Student Success
- ◆ Teaching and Learning Excellence
- ◆ Organizational and Professional Development
- ◆ Resource Management
- ◆ Facilities Improvement

# Strategic Plan 2005

- ◆ R:\Strategic Planning\Strategic Plan 2008\Strategic Plan 2005.doc

# 2003-04 Annual Implementation Plan Progress Report

Strategic Plan 2005

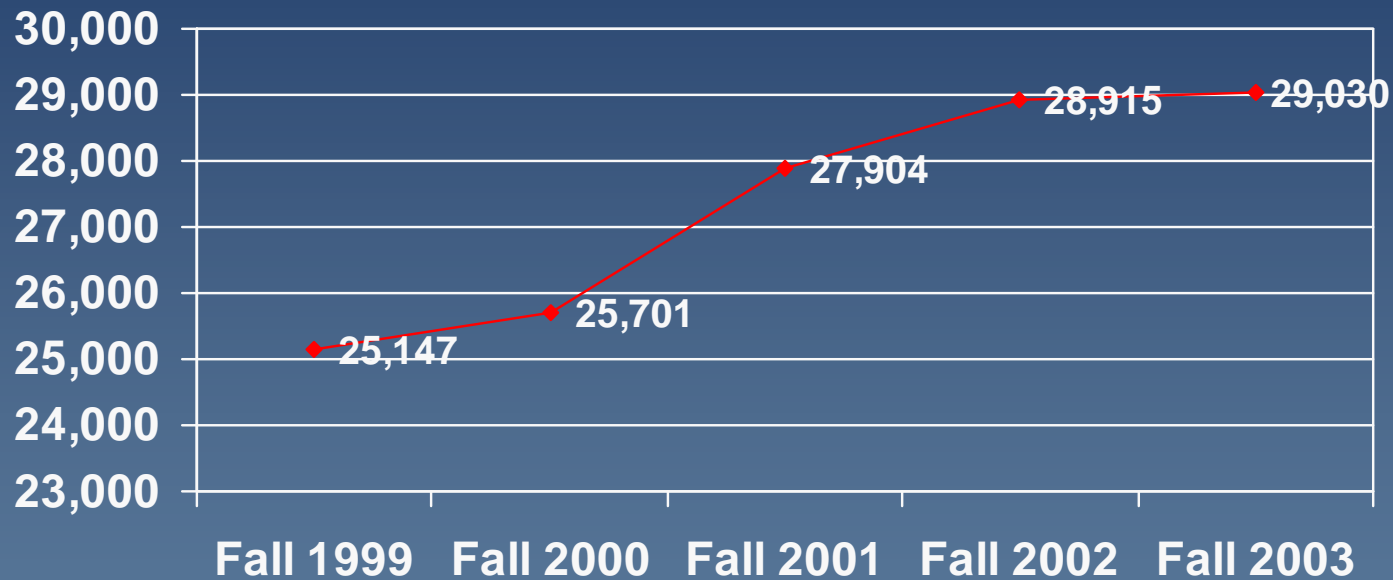
# 2003-04 Progress Report

- ◆ Eighteen objectives included on the 2003-04 Annual Implementation Plan
- ◆ Five of the objectives were based on our Accreditation recommendations
- ◆ Fiscal Stability Task Force formed
- ◆ Student Learning Outcomes Task Force established structure for Assessing Student Learning Outcomes

# 03-04 Progress Report

## Our Students

### Fall Census Enrollment



- ◆ Fall Enrollment at Census 29,030
- ◆ Median Age of our Students 23.5
- ◆ Approximately 25% of our students are Hispanic

# 03-04 Progress Report

## Student Success

- ◆ 1,960 students transferred to CSU or UC (02-03)  
(1% increase)
- ◆ 1,605 students earned a degree or certificate  
(3.3% increase)
- ◆ First-time student persistence from Fall to Spring  
57.8% (F02-S03 slight downward trend)



# 2003-04 Progress Report

## Student Success

AIP Objective	C	CP	IP
Increase scholarship recipients by 10% through improved processes and procedures	X		
Provide comprehensive and innovative class scheduling options to improve accessibility and timely program and degree completion		X	
Improve articulation and implement programs and services to increase persistence		X	
Develop and implement programs and services to increase persistence, completion and transfer			X

C = Completed; CP = Continuous Process; IP = In Progress

# 2003-04 Progress Report

## Teaching and Learning Excellence

- ◆ Course Success rates increased from 65.2% (01-02) to 66.8% (02-03)
- ◆ Number of students completing one course above their last basic skills course also increased to 4,221
- ◆ Student Learning Outcomes Task Force
- ◆ Community College Survey of Student Engagement administered

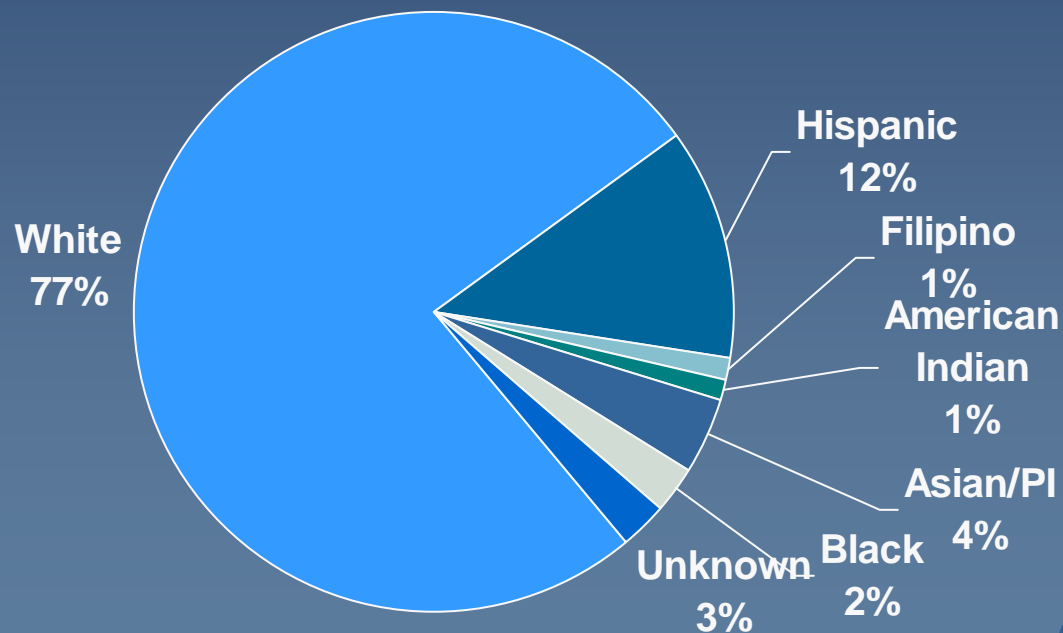
# 2003-04 Progress Report

## Teaching and Learning Excellence

AIP Objective	C	CP	IP
Foster a learning culture that promotes institutional and student expectations			X
Develop process for measuring student learning outcomes. Integrate into a formal method of review of academic programs and certificates, the creation and evaluation of student learning outcomes on a course, program, and degree/certificate level (ACC)	X		

# 2003-04 Progress Report Organizational and Professional Development

Ethnicity of Employees Fall 2003  
(N=1,599)



# 2003-04 Progress Report

## Organizational and Professional Development

AIP Objective	C	CP	IP
Promote cross-functional training and education to improve institutional understanding and teamwork			X
Develop mechanisms to ensure that supervisors and department chairs evaluate classified staff, administrators/managers and part-time faculty on a regular cycle with formal and timely follow-up following (adhering to) college policy on contract provisions (ACC)	X		

# 2003-04 Progress Report

## Organizational and Professional Development

AIP Objective	C	CP	IP
Structure employment procedures to ensure recruitment and hiring efforts resulting in further diversification of the staff with an emphasis on full-time faculty (ACC)	X		

# 2003-04 Progress Report

## Resource Management

- ◆ Fiscal Stability Task Force formed
- ◆ Retiree medical and dental
- ◆ Technology Master Plan Task Force formed

# 2003-04 Progress Report

## Resource Management

AIP Objective	C	CP	IP
Explore options for flexible multi-year departmental budget planning		X	
Continue efforts to make budget reports user friendly			X
Develop and implement a long range budget plan for computer hardware and software upgrades and/or replacement			X
Ensure planning and Revenue Allocation processes effectively address the equipment replacement needs of the educational and student services programs of the college (ACC)		X	

C = Completed; CP = Continuous Process; IP = In Progress



# 2003-04 Progress Report

## Resource Management

Objective	C	CP	IP
Future retiree health and dental benefits be clearly identified and funded as a future obligation of the college (ACC)	X		

# 2003-04 Progress Report

## Facilities Improvement

AIP Objective	C	CP	IP
Develop and fund an on-going district-wide maintenance plan for buildings and grounds that demonstrates the commitment to a clean, attractive learning environment		X	
Develop and implement a flexible parking plan that accommodates the needs of students. Faculty, staff, and the community		X	

# 2003-04 Progress Report

## Facilities Improvement

AIP Objective	C	CP	IP
Evaluate and improve district-wide facilities-related safety and security throughout the District		X	
Develop and implement uniform Facilities Use Policy and Procedures			X

# 2003-04 Summary

- ◆ A lot of work completed by all Planning Councils!
- ◆ Five objectives *Completed*
- ◆ Six objectives *Continuous Process*
- ◆ Seven objectives *In Progress*
- ◆ All Accreditation recommendations addressed

# Begin Work on Updating Strategic Plan 2005

- ◆ Continue work on 04-05 Annual Implementation Plan
- ◆ Task Force begins updating Strategic Plan on December 9th
  - Review the Evaluative Criteria
  - Review growth projections for the District
  - Discuss Community College Survey of Student Engagement results
  - Discuss accreditation standards
  - Adjust planning assumptions as necessary

# Let's Get Started!

See you on December 9th